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A STUDY IN CAREER PLANNING FOR NAVAL SUPPLY CORPS OFFICERS

ROBERT JOHN GERHARDT

U. S. Naval Postgraduate School Monterey, California





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A STUDY IN CAMER PLANELED FOR SAVAL BUTTLY CORPS OFFICERS

A THESIS

SUBSTITUTED TO THE GRADUATE SCHOOL IN PARTIAL PULPILLMENT OF THE REQUIREMENTS

for the degree

DIVISION OF CURRELATED STUDIES

BY

RUBERT JOHN GERRARDT

EVANSTON, ILLINOIS AUGUST, 1049 GERHARDT, Z.



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INTRODUCTION

PRESENT STATUS OF CAREER PLANNING RESEARCH

In the past year there has been an increasing emphasis on Career Planning for Navel Officers. This has been evidenced by widespread interest smong officers in all branches of the Navel Service and the publication of a recent series of articles in the U.S. Navel Training Bulletin. Of particular interest is an article on Gureer Flanning for Bupply Gorpa Officers in the August 1948 issue which discussed Career Patterns in general terms and summarized the technical and Fost-Graduate training opportunities an individual officer may be afforded to supplement his career as it develops.

The Classification and Field Lesearch Tranch of the Bureau of Navel Personnel has also been concerned with Career Planning and has just completed an investigation of optimal duty assignment patterns and other success factors in the careers of 1029 selected line Officers. (2)

In addition, certain other research projects now in process or already completed may be related, in part, with certain phases of Career Planning. In this category is a survey conducted recently by the Bureau of Naval Personnel with a selected sample of Regular USN Naval

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officers in all categories which sought to determine, among other things, opinions and preferences of this group of Maval Officers with respect to a career pattern in which the main tendency was defined as primarily "logistical or technical" as compared to a career pattern described as of a "line, command or operational" nature. (3)

MISSION OF THE BURRAU OF SUPPLIES AND ACCOUNTS

In order to evaluate properly the setting of this research project, it is important to understand the basic mission of the Bureau of Supplies and Accounts and its Corps of Supply Officers.

In accordance with Mavy Regulations, the Eureau of Supplies and Accounts is charged with the following general responsibilities of the Maval Establishment. (4)

(1) The procurement, custody, shipment, werehousing, issue, sale of, and accounting for, all supplies including food, fuel, clothing, general stores, and retail store stock and other property and services of the Kavy.

(2) The coordination of the Operation of the Navy Supply

System.

(3) The control of the Maval Stock Fund, the Maval Working Fund, the Naval Procurement Fund and the Clothing and Small Stores Fund.

(4) The procurement and disbursement of money for the Navy, and the payment for material and services

procured for the Kavy.

(5) The keeping of money and property accounts of the Navel Establishment to include appropriation and cost accounting at shore activities, and cost inspection under all types of cost contracts, including audits of the books and records of contractors.

(6) The administration of a centralized atorage operating organization for the central of all storage facilities

of the Maval Establishment.

(7) Authorizing and controlling the transportation of Mavy property and of authorized baggage of Mavy Personnel.

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(8) Chartering merchant vessels for transportation purposes; the loading and unleading of cargo ships and tankers; and procuring, sperating and administering cargo terminal facilities, to include the procuring and assigning of stevedores.

(9) Preparing information and instructions regarding income tax and the discemination thereof throughout the Naval

Matablishment.

(10) Preparing and revising the Mavy Travel Instructions, jointly with the Bureau of Mavel Personnel.

(11) Fixing the prices at which material shall be expended

from Navy Stock Account.

(12) Certifying to the Comptroller General of the United States any charge against an officer or agent of the Navy entrusted with public property, which charge arises from any loss to the Government as to the property entrusted to him and occuring through his fault."

THE SUPPLY CORPS OFFICER

The total number of Supply Gorps Officers on active duty as of 14 June 1949, the latest svailable figure, was 3961 including 625 Chief Warrant and Warrant Officers. (5) Of this number, 2507 are classified as Regular USN Supply Corps Officers.

This research project is solely concerned with Regular USH Supply Corps Officers. Many of these officers have had greatly divergent backgrounds of civilian and military training and experience. This group of Supply Officers entered the Regular Navy in several different ways. The majority are ex-Reserve Officers, either Supply Corps or Line. However, a number are Haval Academy Graduates.

Some received commissions direct from Civil life, Naval RoTG units or from a former Enlisted status.

In the course of his career, an individual Supply Officer may be ordered to a great variety of duty assignments

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commonly known as billets. Some of these billets are of the type in which the emphasis is on the overall general Supply function while others require specialized technical skills and knowledge. Again, billets may be essentially administrative or primarily operative either in a large organization or as part of a small independent detachment. Billets exist for Supply Corps Officers on the majority of Naval Vessels and on practically all Staffs, Commands and Shore Stations, in the Continental United States and at overseas bases throughout the world.

It is in this setting and with this group of supply Corps Officers that this research project in Gareer Planning has been undertaken.

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STATISENT OF THE PROBLEM

WHAT CONSTITUTES SUCCESSFUL CAUKE PLANNING

Successful Career Planning is believed to be dependent on the development of a career pattern which represents a meaningful succession of duty assignments that have been designed to develop the professional skill of the individual Supply Corps Officer qualifying him for duty assignments of increasing importance and responsibility. A career pattern so developed should enable each officer to realize fully his own capabilities and permit him to achieve his personal objectives of an honorable and useful career in areas of his greatest proficiency and interest.

OBJECTIVE OF THE REDEARCH

Accordingly, the objective of this research project is to examine certain aspects of Career Planning in order to determine the attitudes of a representative sample of Supply Corps Officers relative to Career Planning in general. In addition, an attempt has been made to accortain their sug estions relative to means by which career planning may be made more effective.

Related to these basic concepts are a group of more specific questions around which this research project has been organized and constructed as follows:

1. What are typical Career Patterns for Supply Officers in various ranks?

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- 2. How do the officers included in this study rate their overall career patterns and the individual billets they have held?
- S. In the opinion of the officers surveyed, what are especially desirable and worthwhile billets that might be useful in the construction of standardized career patterns for the various ranks?
- 4. What means have these officers used to select or pattern, in any manner, successive duty assignments and how successful have they been?
- 5. Now much significance do these officers feel the choice of an individual duty pattern will have in future assignments?
- 6. How much information do these officers have relative to Career Planning and what are the best sources of this data?
- 7. What is the relationship, if any, between the weighting of general advantages and disadvantages of a Naval Career, rated by these officers and those advantages and disadvantages that are more closely related to Career Planning and the development of career patterns?
- 8. How do the officers included in this study evaluate their career in proposed length of service at this time?
- 9. Nould it make any difference to these officers as to anticipated length of service if -
 - (a) They had a greater opportunity to participate in

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- (b) A new pay bill is passed in substantially the same form as originally proposed in the recommendations of the Civilian Advisory Commission on Armed Services Pay. (7)
- 10. Pinally, what specific suggestions do these officers have for the design and accomplishment of more meaningful and effective career planning?

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BELECTION OF FRIMARY REJEARCH INSTRUMENT

There are several methods of research that might be employed in an investigation of this nature. However, in consideration of the time and facilities available and the desirability of accuring a large and representative random sample, the familiar questionnaire seemed best suited to achieve the ends desired. Therefore, this method was selected, but with a full realization of its limitations, particularly its tendency to force enswers into pre-conceived categories.

"It is appreciated that objective questions are necessary in order that results may be compared on a common basis. Notwithstanding, I felt on some questions a desire to qualify my as evers one way or another as my exact feelings could not be expressed."

An attempt was made to minimize this fault to some extent by the use of open-ends on many of the questions.

Answers were also scaled with a range of four or five choices rether than a simple Yes or No response, where possible.

DEVELOPMENT AND TESTING OF THE EXPERIMENTAL QUESTIONNAIRE

Prior to the construction of a questionneire, interviews were conducted with a number of Supply Corps Officers in order to determine some of the basic issues related to Career Planning. Additional time was spent examining the various possible research approaches to the

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problem of Career Planning.

Questionnaire, (See Appendix A), was developed and pre-tested in a pilot study of 31 randomly selected Regular USN Supply Corps Officers in the ranks of Lieutenant (JG) to/and including that of Commander, distributed as indicated in Table T. A follow-up post card was mailed out to the Pilot Study Group in order to secure the most complete response possible.

TABLE I

RESPONSE OF REGULAR USK SUPPLY COMPS OFFICERS
TO EXPERIMENTAL CASTER LANDING QUESTIONEALDE SENT OUT IN
THE PILOT STUDY

Rank	No. Sent Out	No. Returned	% Return
CMDR.	5	3	60.
LCMDR.	9	9	100.
LT.	9	7	77.7
LT(JO).	_8_	6	75.
Totals	31	25	80.6

The answers of this group of officers were checked in order to determine the efficiency of the individual questions in gathering information desired and how well the questionnaire, in general, was working. Particular attention was paid to suggestions relative to the content and wording of each question and comment offered to improve the questionnaire as a whole.

Certain changes were made in the Career Planning

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Questionnaire largely as a result of the lilot tudy (See Appendix B for a su mary of these modifications).

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The Career Planning questionnaire in the form sent out, (included as Appendix 6), followed the series of questions which have already been indicated in fart Two, statement of the Problem. The following analysis further elaborates the purposes in mind:

Question 1-4 - These questions are designed to identify the group of officers answering the Gereer Planning Questionnaire, as a group, and to furnish a basis for any comparison data that might prove useful.

pattern has been and rates each individual billet held.

faction 6 - Again a rating is required of relative satisfaction in three separate chronological periods of an officer's career, Pro- ar, wartime and Fost-war.

fuestion 7 - An attempt to find the billets most worthy of inclusion in standardized career patterns.

ruestion 8 - Another evaluation response, in this case the total career pattern of the officer to date.

<u>Questions 9-11</u> - The core idea behind this group of questions is whether it is possible for officers to plan successfully a career and if so, on what basis has this Career Planning taken place.

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Questions 12 and 13 - Now important is Career Planning to the individual officer when rated with other more general advantages and disadvantages believed incident to a Naval Career as a whole?

Questions 14-16 - Here an attempt has been made to determine the anticipated future tenure of service for this group of officers as well as the modification in these estimates that might occur with an increased participation by individual officers in Career Planning. Also, the changes that might develop in the event a new pay bill is passed in substantially the same form as originally proposed by the Civilian Advisory Commission, that is, increased pay and altered retirement provisions.

uestion 17 - This is essentially a suggestion box with an opportunity for the individual officer to present his own theories on how career planning may be made more effective. He also has an opportunity to "sound-off" favorably or otherwise on career planning for supply Corps officers.

SELECTION OF THE SAMPLE

The sample of officers selected to be surveyed in this research project was drawn from the ranks of Lieutenant (J0), Lieutenant, Lieutenant Commander and Commander. In each of these ranks, one third (33-1/3%) of all Regular USN Supply Corps Officers, as of 15 Pebruary 1949, were chosen. (6)

This selection was not entirely rendom as only names of officers on duty in the Continental United States were used, wherever possible. Therefore, the sample is not completely representative of the whole group of Supply Corps

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chosen was adequate for purposes of this study as an asswer bias would be present in any event. The reason for the restriction of the sample to officers on duty in the continental United States was to espedite the return of the Career Planning questionnaires.

indicated, names were selected randomly from a complete listing of Surply Corps officers in each of the ranks surveyed. No Temporary, Limited Duty, eve or Reserve Officers on active duty were included in the sample.

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PART IV

PR SENTATION OF RESULTS

SURMARY OF GROUP LA MILING

The Career Planning westionnaire was mailed to the Supply Corps Officers included in the sa ple selected on 15 April 1949. The termination date for return of the questionnaire was set as 30 June 1949 in order to permit sufficient time for analysis of the results. Approximately fifteen additional completed questionnaires were received after this date. These were not included in the results. The number of Supply Corps Officers surveyed together with the response made for each rank and for the total group surveyed, is indicated in Table II.

TABLE II

RESP HIE OF REGULAR VON SULLY CORPS CIFICIRS
TO THE CARLER PLANNING QUESTION AIRE SENT OUT

Rank	No. Sent Out	No. Returned	% Returned
CMDR.	94	63	66.8
LONDR.	172	119	69.2
LT.	168	108	62.5
LT(JG).	143	106	74.1
Totals	577	393	68.1

with respect to the quantity of this response, officers in the rank of Lieutenant (JG) made the best showing with a 74.1% return exceeding that of the other ranks surveyed by approximately 5%. From the standpoint

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of an overall estimate of quality, the responses of Commanders were superior. The questionnaires returned by Lieutenants tended, as a group, to indicate an underlying tension. This feeling seemed to be present and revealed in some of the comments made.

Personal data furnished by the Supply Corps

Officers included in this study is summarized in Table III.

Of particular interest is the disproportionate mean age

interval which exists between the ranks of Lieutenant

Commander and Lieutenant. This gap is only 1.1 years

whereas that separating Commander and Lieutenant Commander

is 6.2 years and Lieutenant and Lieutenant (\$\overline{gap}\$) 3.6 years.

There is also a considerable overlaping between ranks.

As an example, the range of age for Commanders is 51-31,

or 20 years as contrasted with that of Lieutenant

Commanders with a 38-28 range, or 10 years.

EVALUATIONS MADE

Each Supply Corps Officer was asked to assign a rating for every supply billet held. This rating was based on a series of statements that have been scaled with reference to the estimated value of the billet in the personal career pattern of the officer concerned.

Approximately 90% of all billets held were rated in favorable categories. Of interest is the similarity of ratings regardless of rank. This data is presented in Table IV.

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TABLE III COM ILATION BY ANK OF PERCURAL DATA FUNDISHED BY REGULAR USB SUL LY CORPS OFFICERS ON THEIR CARE R FLANING QUESTIONNAIRES

CATEGORY	CHEDR	LCMDR	LT LTJO	3
Number of Officers Included (N)	63	119	105 106	
Age of Officers				
Mean Age	38.0	31.8	30.7 27	.1
Range of Ages	51-31	38-28	42-26 36-	
Years Active Commissioned Service				
Mean Years	12.6	8.2		.9
Range of Years	22-7	12-6	9-5 7	-\$
Merital Status				
Single	3.2%			
No Children	96.9% 8.2%	15.3%		.7%
One Child	34.4			.6%
Three or More Children			19.65 3	
Applicable Classifications				
Academy Graduate	49.2%	10.1%	12.45 24	. 5%
Line Transferee	41.3%		53.3% 39	
ROTC or Direct				
Prom Civilian Life	14.3%			
Education				
	-		0 4 0	~
Less than 4 years High School . 4 Years High School	0.0%	0.0%	1.0% 6	.6%
3 or Less Years of College College Degree				.4%
Post-Graduate Work	17.5%	10.8%	10.4% 7	.6%
Post Graduate Ceures	19.0%	21.8,	9.55 8	.4%

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TABLE IV

PERCENT ANALYSIS BY RANK OF A TINGS LAUL BY REGULAR USE SUP LY CORPS OFFICERS FOR A U.LY MELLIS HELD ON THE MASIS OF TEXTS VALUE IN A PERCENAL CARLER PATTERN

All the second s					
CATEGORY	CMDR	LOUPR	L	LTJO	
Total Number of Supply Billets Held	535	718	453	373	
Ruting Assigned					
This duty was definitely of great value in my personal career pattern	71.6	70.5	64.1	75.2	
I believe this duty has been of some value to my career	18.9	19.9	26.2	16.7	
This duty will have little or no offect on my career	5.4	5.2	6.0	4.6	
This seems to have been a repetition of previous duty and of little value	1.7	1.8	1.1	1.1	
My career may have been retarded with this duty assignment	1.5	1.4	1.8	1.9	
This duty would have been of greater value later in my sereer	1.1	1.5	.9	.5	

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experienced by Supply Gorpa officers is three, separate phases of their careers. Apparently the peak of contentment with personal career patterns occured in the period immediately preceding World ar II. There was a slight slump recorded for wartime career patterns but this trend has been reversed in the post-war period with satisfaction once again approximating its pre-war high.

Table VI gives an evaluation of the total career patterns to date for this group of officers. The response is again feverable with the majority of officers either well-satisfied that their duty assignments fit into a meaningful career pattern or represent a legical sequence of billets.

A CAREER PATTERN UNDER SCRUTINY

Tables VII and VIII were developed from a detailed analysis of the individual career patterns of all of the Supply Corps Officers answering the Gareer Planning Questionnaire.

It is believed that the percentages indicated for duty locations are distorted to an unknown extent by several factors, namely, the bias of the sample itself to Continental United States billets, and the unsettled conditions under which all of these officers have served, particularly during World War II and in the adjustment period immediately following. Therefore this group may be atypical. A random sample of all officers regardless of the location of their present assignment would present a more accurate estimate of

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TABLE V

PERCENT ANALYSIS BY RANK OF RATINGS HADE BY
REGULAR USB SUPPLY CORPS OFFICERS
POR SEPA ATE FRANKS F THEIR POLICIAL CARRIES ATTERNS

CATEGURY	COOR	LC DR	1.7	LTGJ
(N) Pre-Nar	63	119	105	106
Well-Satisfied	84.1	52.1	7.6	5.6
Satisfied	14.3	24.4	3.8	5.6
Dissetisfied	.0	.8	2.9	.9
We dervice in this Period	1.6	22.7	65.7	87.9
Wartime				
Well-Satisfied	55.6	56.3	42.9	40.5
Setisfied	41.4	36.1	52.3	45.3
Dismetisfied	3.0	7.6	4.8	8.5
No Service in this Period	.0	.0	.0	5.7
Post-War				
Well-Satisfied	61.9	69.7	55.3	58.5
Setisfied	30.2	25.2	39.0	36.8
Diesetisfied	7.9	5.1	5.7	4.7
No Service in this Period	.0	.0	.0	.0

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TABLE VI

PERCENT ALLIES BY RAIT OF MAINTENANTE BY REGULAR USB SUPPLY COPE FRICERS OF THEIR TOTAL INDIVIDUAL CAPILER SATTLES TO DATE

CATEGORY	CAUR	LCADR	LT	7.7.03
(%)	63	119	105	106
Rating Assigned				
I am well satisfied that my duty assignments seem to fit into a				
meaningful career pattern	42.9	38.6	24.8	39.8
On the whole, my career pattern seems to have followed a logical				
sequence of essignments	28.6	37.8	38.0	31.1
My career pattern seems to represent a forced compromise				
matching my own personal desires with the needs of the service	19.0	13.4	29.5	19,8
On the whole, 1 am not satisfied with certain aspects of my career pattern. However, perhaps chance				
has not acted in my favor	6.3	6.7	5.7	8.5
I have had too meny duty assignments that seem to be "dead-end" billets and therefore feel that my personal career				
pattern has been generally un-	1.6	.8	1.0	.9
Miscellaneous responses	1.6	2.7		.9

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TABLE VII

PERCENT ANALYSIS BY RACK F JUTY PACT IN LOCAL AND ON THE BASIS OF TOTAL NUMBER OF SURA LATE HELLETS HELD.

CATAGORY	CHUR	LCOR	1/2	LTJO
Total Sumber of Billets Held	535	718	451	373
Percents of Billets at -				
Sea	26.4	24.4	13.7	21.7
Poreign	15.7	14.9	11.3	9.4
Continental United States	57.9	60.7	75.0	68.9

TABLE VIII

PERCENT ANALYSIS BY HE OF DUTY PAITLER LUCATIONS ON THE

CATFORY	CHOR	LCMDR	IT	LNJG
Total Number of Months Served	7025	9486	5110	4229
Percentage of genths at -				
Sea	20.5	27.0	10.0	26.5
Foreign	18.3	16.8	13.6	10.3
Continental United States	61.2	56.4	67.4	63.4

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sa part of Question 5, previous duty assignments, that is, his actual career pattern to date. A Type Commend Code was provided (See Appendix C), in an attempt to arrange this information into certain broad duty categories covering general types of work areas where a Supply Officer would be likely to serve.

It was believed that an enalysis of this dat might reveal typical career patterns but this proved to be erroneous. A number of possible e-planations may account for this inability in establishing typical career patterns as follows -

- (1) Typical Career Patterns may be actually a myth and do not exist.
- (2) The lack of stability present in the Naval Service over a long period of time, particularly as it has affected duty assignments of officers, has forced so many individual deviations and adjustments as to practically obscure typical patterns that may exist.
- (3) The Type Command Code as conceived is not a satisfactory tool for classifying this date in a useful form. This is probably true as there were too many billets listed by these officers in the 13th (Miscellaneous) category.
- (4) The Methods of analysis used, Frequency Distributions and a Medified Type of Flow Chart were faulty and not adapted to handling this type of data.

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(8) Finally, the fault may lie in the sample it off.

a detailed analysis of the sequence of duty sesignments indicated of the Garcer Planning Suestionmaires of Commanders did reveal a very limited general pattern over the entire group studied. From Supply Jorps chool the majority were ordered to combat vessels, or in some cases to auxilliaries. The next billet usually appeared to be either at a Maval Supply Depot or Maval Shipyard. From this point deviations became so numerous that it was no longer possible to follow any patterns. However, as these career developed, assignments to the Sureau of Supplies and Accounts, Major Commands and, again Maval Supply Depote and Maval Shippards appeared at irregular intervals.

Each Supply Corps officer was requested in Question No. 7 to list specific billets from his own observation and experience that seemed to him to be most essential and worthy of inclusion in an ideal, standardised career pattern.

Table IX is a compilation of billets recommended by a group of 100 specially selected Supply Corps officers. It was necessary to limit the number of cases used, or in effect to sample the sample of Supply Corps officers responding in this particular analysis, for the following reasons:

(1) Some of the officers failed to answer this question.

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- (2) A number of officers confined their reply to a statement that their personal eareer pattern had either been too apecialized, was primarily in line duties, or so unusual, that they were not prepared to give an adequate enswer.
- (3) Many of the recommendations and were not specific enough to identify the billets designated in order that they might be included in the tabulations.

The foregoing comments are equally applicable to the responses of officers in each of the ranks surveyed.

Differences expressed were alight with a considerable amount of agreement as to the billets that were most essential and worthwhile. There seemed to be a tendency for some billets to overlap between successive ranks which is to be expected. Frequency of mention was the sole criteria employed to determine which billets should be listed in Table IX.

Taking only those billets which had a frequency of ention in excess of 80% in Table IX, it is possible to derive a composite spinion as to what constitutes an ideal career pattern as recommended by this group of officers.

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TALLA IX

JULEARY J. LIC MEMBATIONS MADE BY A JULY LIGHT USW SUPPLY CORPS OFFICERS OF SUPELY LIGHT TRAT LIC CONSIDERED TO BE THE ESCAPTIAL AND DISCULLING A STANDARD OF CARE ATTERN

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"Supply and Disbursing officer, Mastroyers

Supply and Disbursin fficer, Construction Ra alions and other

Small Amphibious orce Units

eAssistant to the Sup ly Officer for Disbursing, or for Tothing and Small Stores, whips Storeand Commisss;, edium to Large Combat and Auxilliary Vessels.

Disbursing Officer, mell there tations

Assistant to Division Officer, Neval Sup ly Depots or Shippards With Prequent Sotations of Assignments

Billets Recommended for Rank of Lieutenant (J3)

*Supply Officer, Small Auxilliary Vessels such as an AK, AO and AF As ' the Supply Officer, Medium Combat and Larve uxilliary Vessels Assistant Supply Officer, Small Snote Stations *Assistant Division Officer, Naval Supply Depots, Chipyards or Supply Departments of Sjor Air Lations (Assignments Rotated)

Disbursing Officer, Medium Size Shore Stations Wechnical Training in a Speciality followed by Millet in Same

Alles go and to ank of liestenent

*Supply officer, Medium Gombet or Large Auxilliary Vessels
Assistant Supply Officer, Large Combet Vessels
Supply Officer, Small Shore Stations of All Types
*Division Officer, Neval Supply Depote, Shipperds, or Supply
Departments of Major Air Stations (Assignments Sotated)
Assistant Group Officer, Supply Demand Control Point
*Staff Buty With any Medium Lise Command, Aflost or Shore
*Post-Graduate Training, Susiness or Ersonnel Eministration

Billets Recommended for the Bank of Lieut, Commander

**upply Officer, Redium to Large Combat Vessel

teff Auty with Major Command, .float or Ashore

**Oroup or Branch Officer, Mavel upply Depot or Nevel Shipperd

**Supply Officer, Medium Sise Shore Stations of All Types

Assistant Supply Officer, Large Havel or Air Station

Assistant Division Officer, Bulanda or Division Officer, Field Branch

evel ter College Instruction

**Out-Jraduate Training, Jusiness or Ferennel Administration

Billets Recommended for Bank of Commander

*Supply Officer, Large Combat Vessels

*Supply and iscal Difficer, Large Station

*Mascutive Officer, Navel upply Depot

*Senior Assistant Supply Officer, Navel Shipperd

Assignment in Plaining or Loistica, Supply Senand Control oint

or Bureau of Supplies and Accounts (Bu anda)

*Officer in Charge of a Division, Bureau of Supplies and Accounts

*Waval or Mational ar College Instruction

*Frequency of mention in excess of 80% of recommendations made.

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MEANS EMPLOYED AND SUCCESS ALT. INED IN PLANTING A C RE R

A large majority of the Supply Corps Officers
included in this survey have attempted to select or pattern
duty assignments at some time in their career, apparently
with excellent results in the majority of cases. However,
there is no way of knowing from this data how much of this
success was recorded for specified geographical area choices.
Table X is an analysis of the responses received.

The following channels of communication were employed with reported success by this group of officers in selecting or patterning successive duty essignments:

- (1) Letters, telephone calls or personal visits to the Officer Fersonnel Division (GPD), Bureau of Supplies and Accounts.
- (2) Official Letters to the Sureau of Neval Personnel via
- (3) Specific applications for Post-Traduate or Technical Instruction.
- (4) Preferences relayed through Senior Supply Corps Officers.
- (5) Preferences Indicated on Officer's Data Card (NavPers 340)
- (6) Freferences Indicated on Fitness Reports

of the channels indicated (1) was the most popular by far, while (4) was believed to be most certain of success. A glimpse into the range and type of comments made is afforded in the following sample of responses.

"I have been fortunate in having most of my requests granted simply by forwarding letter requests to BuSandA

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(OPD) well in advance of the estimated data of reassignment, often enough to be noticed, but not often enough to be a nuisance."

"At first I relied on the section in the Pitness Report. Then this proved to be a complete fiasco I tried the Officer's Data Card (NavPers 340) and personal letters to the Detail Officer with a great deal more success."

"By a personal visit with officers in the letail office none of whom I had previously known. They were very helpful and although I had to compremise with the needs of the service at the time I still appreciated their courteous and friendly interest and consideration."

"Looking back, I think now it is a mistake for a young officer to attempt to lay out any firm pattern. In most cases OPD has a better grasp of what each officer needs and where he can be best utilized. As long as this developing pattern has variety, there is no particular need for letters, except for emergency, and personal reasons."

"By written request for a specific assignment I knew to be open made direct to (OPD) backed up by the recommendation of a Tenior Supply Corps Officer under whom I previously served."

"I have attempted to select assign ents tending to contribute to a well-rounded career, without specializing in any particular field and with a special emphasis on independent duty. This I have been able to accomplish by sending personal letters direct to BuSandA (OPD) and by occasional visits when possible."

"I suppose I have either been lucky or a good salesman. In any event through personal letters to the Detail Lection, I have received jut about what I wanted both as to location and type assignment with emphasis on the former. owever, I sometimes wonder whether it pays off to be too aggressive in this respect."

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PERCENT ANALYSIS F THE NUMBER OF A GULAR USH SUF LY CORPS
OFFICERS WHO HAVE ATTEMPTED TO SELECT ON ATTEM DUTY
ASSIGNMENTS TOGETHER WITH THE AMOUNT OF SUCCESS ACREEVED

CATHGORY	CMDR	LONDR	LT	<u>LT 50</u>	
(5)	63	119	105	106	
Percent Answering					
Yes	80.9	83.2	74.3	69.8	
No	19.1	16.8	25.7	30.2	
No. Officers Answering Yes	51	88	78	74	
Percent Successful					
Yes	78.4	81.8	82.1	79.7	
No	21.6	18.2	17.9	20.3	

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The Supply Corps Officers included in this survey are divided in their clinions as to the amount of significance and consideration the choice of a career pattern will be given in the assignment of future duty. A study of the results which are shown in Table XI indicates that 31.8% of the Commenders responded in the categories, very Little or None. This is more than twice the sum of these responses for the ranks of Lieutenant Commander and Lieutenant (JS) and in excess of four times that for Lieutenant. However, many of the Commenders responding in these particular estegories stated that a shortage of officers of their rank and experience existed and it was therefore necessary to do a considerable amount of "hele plugging". Furthermore, Commenders have more of their cursors behind them. The "mold" has been alresdy formed.

A great variety of comments were made in answer to the open-end portion of this question. Several typical responses for each of the categories are herein included to illustrate the viewpoints expressed.

Category - A Great Deal

"The policy first and foremost is to great wherever possible personal requests for type duty provided if it is in the best interest of the service and the individual. This I know to be the case from experience."

"From personal observation, and as presently ad inistered, it is my considered opinion that the fficer ersonnel Division does everything within its power to place officers so that a definite coreer pattern is formed."

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"I believe the Detail Jection is sincerely interested in assigning officers to duty in which they are most interested and best qualified, provided they have this information."

Category - Some But Not Too Wuch

"Officers must understand that there must always be a compromise in the overall sattern of balancing personal desires with the needs of the service."

"Chance may operate in favor of a career pattern chosen by an officer. On the other hand while Detail Officers would like to give him an opportunity to carry out this pattern at the time of re-assignment, openings will not be svailable and he must take something class"

"There are a limited number of top billets in specialized patterns and therefore a specialist must be prepared to abandon his own interest and desires and seek to fit into a more general pattern of duty as his career progresses."

Category - Very Little

"The Neval stablishment is too large an organization to permit such selectivity. orld conditions and budgetary considerations which must be taken into account will affect any pre-determined career pattern adversely unless the individual officer is extracely fortunate."

"Changing needs of the service preclude consideration for the development of career patterns desired by the majority of officers. If this was not so, who would fill numerous billets that are believed undesirable by most officers?"

"There are few officers who adequately are prepared to measure their own capabilities as related to the current opportunities and needs of the Havy. Therefore, this has to be done for them by OPD."

Category - Hene

"The needs of the service are paramount. Officers are sasigned duty in accordance with those needs regardless of personal desires or any particular career pattern supposedly being followed."

"Due to the lateness of my transfer to the Supply Gorps, I feel that the sureau will assign me where they consider I can beat fill the billet."

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TABLE XI

FLEC NT ABILYSIS I DINI H. U. FULL USE SULLY COLPS OF FIG. 1. THE RD TO THE LUTIFICATION OF A CARTER LATER BY THE FUTURE OUTPOUT AS 100 L.S.

CATEGORY	COR	LCUR	T The second	LTJO	
(N)	63	119	108	106	
Percent Answering -					
4 Greet Desl	31.7	44.5	50.5	40.5	
Some, But Not Too Wuch	30.5	41.2	41.9	47.2	
Very Little	23.8	10.9	5.7	10.4	
Hone	8.0	3.4	1.9	1.9	

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The mejerity of officers covered in this study believe that more information should be vailable on Career clauming. A summery of their responses is found in Table XII.

had found to be the best sources of this data. Approximately 80% of the officers replying in affirmative categories mentioned the Manthly Newsletter published by the Euresu of Supplies and Accounts. Additional sources listed were:

- (1) Talks with, and advice of, Senior Supply Comps Officers
- (2) Visits with fficer Personnel Mivision Officers.
- (3) V.D. Mavel Training Bulletin published monthly by the Bureau of Naval Personnel.
- (4) All Hands Haguzine published monthly by the Gorcau of Haval Personnel.
- (5) Navy Department Jemi-Ronthly Bulletins.
- (8) Army and Hary Jou nel.
- (7) Personal Observation of successful careers.
- (8) Hearsey.

A number of the officere included brief comments

most frequent of which were to (a) expend the amount of

Career Planning data oppearing in the monthly Newslotter, (b)

clarify the role and sequence of duty of the specialist and

(c) publish articles by senior Officers commenting in their

own careers and the value of various assignments.

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TABLE XII

PERCENT ARALYSIS OF TALAN AT A TOTAL AND LAULE ON GARGER LAUNING AS REPORT DELA GUUP OF REGULAN USA SUFFER CONTROL OFFICERS

CATLGORY	0477	LCMPR	L	LAJO	
(*)	63	119	105	106	
Percent Answering -					
All That I Heed	20.6	21.0	19.9	15.1	
Some But Not Anough	38.1	45.4	41.9	44.3	
Sery Little	30.2	23.5	32.5	28.3	
None That I Know Of	11.1	10.1	5.7	12.3	

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15,01	77,71	1002	4.22	

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for the advantages and disadvantages of a huval Career deemed most important by this group of officers. Instance as each officer was instructed to make 5 choices out of a total group of 10 advantages and 12 disadvantages, it was necessary to derive average ratings for the remaining advantages and disadvantages and disadvantages not selected, calculated as 8.5 and 9.5 respectively.

A weighted-average rating for each estagory was then determined by multiplying each of the six choice positions by its frequency of selection. The number of times a specific estagory was not selected in one of the six choice positions was multiplied by the average established and the sum of all these products divided by the number of officers responding.²

way to develop rank-order positions from this data.

An everage may be calculated for the group of advantages as follows: 6 plus 7 plus 8 plus 9 plus 10 (sum of remaining choices) divided by 4 (number of remaining choices) equals 8.5. For Disadventages as follows: Jame as above, except add 11 and 12 and divide by 6 equals 9.5.

Then - Divide 370 by 63 (Number of Commanders) to get the Weighted-Average rating of 5.9 for this category.

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An interesting group of relationships is shown in Tables IIII and AIV. I vidently officers in the more junior ranks evaluate job security and retirement provisions as most important, while the conhasis is on the variety of assignments and experiences and increasing authority and responsibility for the more senior ranks. With respect to disadvantages, all officers report their pay and naval housing at most stations as inadequate. Liberal leave benefits were considered of little consequence as compared to other advantages. As a matter of fact, a number of officers stated that they had been unable to take the leave to which they were actually entitled.

be those that are more closely related to a Navel Career in general and the particular aconomic and accial pattern of America today rather than to Career Planning as such. Inability to plan a career was not thought to be an important disadvantage while the categories covering little or no consideration of personal desires or that of too much chance entering into changes in duty assignments tended to be rejected by the majority of the officers in all ranks surveyed. Apparently the majority of orficers feel that they do have an opportunity to participate in planning their career.

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TABLE XIII

THE MOST IMPORTANT ADVANTAGES OF A RAVAL CARRER AL RATED BY A DROUP OF RESULAN USE SUPPLY CORPS OFFICERS

	Heigh	ted-Ave	eroge P	ating	Nume:	rical	Pus	1110
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A Variety of Ass gn ents and eleriences which Meintsin Interest in ne's Work	3.5	2.9	3.2	3.8	3.	1	2	3
Increasing Authority and Responsibility with Seniority	3.8	3,9	5.1	4.8	2	2	4	4
A Ressonable Amount of Job Security	4.1	4.0	3.0	3.5	3	3	1	1
Retirement Senefits at a Relatively Early Age	4.7	4.4	3.5	3.7	4	4	3	2
Prestige es a Maval office:	r 5.9	5.9	6.6	5.9	5	5.5	7	5
Opportunity to Travel and Live in Many Different Areas	6.1	5.9	5.6	5.9	6	5.8	5	6
Congenial Tocial Invironment	6.3	6.9	7.0	6.7	7	8	8	7
Periodic Promotions in Rank	6.6	6.8	6.4	6.8	8	7	6	9
Medical Care for Self and Dependents	7.4	7.6	7.1	8.9	9	9	9	8
Liberal Leave Benefits	8.1	8.3	7.8	8.1	10	10	10	10
Total Number of Possible Choices	378	724	630	636				
Eumber of Choices made of Advantages other than Group Included Above	14	26	22	8				

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TABLE XIV

THE MOST IMPORTANT DISADVANTAGES OF A NAVAL CAREER
AS RATED BY A GROUP OF REGULAR USN SUPPLY CORPS OFFICERS

	Weigh	ted-Ave	rage	Rating	Numer	ical I	Posi	tion
DISADVANTAGE	CNDR	LCMDR	LT	LTJG	CMDR	LCMDR	LT	LTJ
Inadequate Pay for Job and Social Position	3.5	4,4	4.1	4.0	1	1.5	1	1
Inadequate Naval Housing at Many Stations	4.7	4.4	4.2	4.6	2	1.5	2	2
Frequent and Sometimes Avoidable Separations from One's Family	6,5	6.5	5.1	5.6	3.5	4	3	3
Inability to Buy a Permaner Home due to Frequent Transfers, often with Litt or no Notice		7.7	6.9	7.1	3.5	9.5	7	6
Interruption of Children's Education	6.9	7.7	7.4	7.7	5.5	9.5	9	8.5
Career may be Stalled by One Bad Fitness Report	6.9	5.3	6.8	6.1	5.5	3	6	5
Promotions do not Coincide with Increasing Respons- ibility	7.3	7.0	6.3	5.9	7	5	5	4
Inability to Plan a Career with any Assurance that it Will Subsequently Develop in Manner Desired	7.5	7.5	7.1	7.2	8	7	8	7
Assignments to Duty at Undesirable Stations or Areas	7.7	7.4	5.2	7.7	9	6	4	8.5
Too Much Chance Enters into Successive Duty Assignment	7.9	7.6	7.6	8.1	10	8	10	10
Lack of Normal Civilian Contacts and Friendships Due to Relative Short								
Period of Residence in a Community	8.0	8.0	8.1	8.2	11	11	11	11
Little or No Consideration of Personal Desires in Changes of Duty	8.4	8.8	8.7	8.6	12	12	12	12
Total Number of Possible Choices	378	714	630	636				
Number of Choices made of Disadvantages other than Group Included Above	14	26	22	8				

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It will be noted that the number of miscellaneous responses made was a very small percent of the total possible choices. A sampling of these responses follows -

Advantages

- "The privileges and responsibilities of service to my country."
- "A general informal education through meeting people and being places."
- "Preparation for executive administration."
- "Relative stability of living standards everyone knows your position, salary bracket, etc."
- "Specific consideration where personal offeirs of an important nature are involved."
- "Opportunity to perform work of importance not evaluated by sequisition of wealth."
- "Concurrent educational assignments with career development."

Disadvantages

- "Attitude of many citizens that a regular officer is some kind of parasite."
- "As a Maval Officer one cannot feel as independent as if he were a free agent civilian. A certain higher level of conduct and self-expression is expected of him as it is of every public official."
- "Financial burden incident to frequent clanges of duty far in excess of compensation provided by Government."
- "Little or no chance for exceptionally able or outstanding individuals to accelerate their promotion rate except very or too late in their career."
- Fitness Reports may be marked on basis of matters other than professional duty."
- "Inequality of promotion policies between Air Porce and Army and Navy."
- "The chief disadventage is uncertainty in tenure of duty at a particular location. Officers are frequently shifted, apparently not according to plan, arbitrarily and without regard to personal hardships and financial sacrifices it imposes on these officers and their femilies."

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Additional research was applied to the problem
of establishing relationships between the various edvantages
and dissdvantages selected, to augment the method of
handling the data used in Tables XIII and XIV.

As a result two experimental methods were tried with the results included in Tables XV and XVI. The first alternate method was to list the total number of officers who failed to select each advantage and disadvantage in one of the six choice positions. When the extegories were ranked by this method, the positions were found to be similar to the rank-order established by the weighted-average ratings with shifts at a minimum of not more than one or two positions.

The second method developed may be useful in determining the selection intensity for each of the advantages and disserventages included. Here is an attempt to get back to an examination of the ratings made by the individual officer by computing a simple, arithmetic average for the choices made. However, when compared with the other methods developed, shifts in position are widespread. As an example, Commanders rate prestige as a Navel Officer in fifth position, yet the mean rating for this category of 2.5 would move it to the first position.

notually, none of the methods discussed and used in this enalysis are completely satisfactory. Accurate rank-order ratings can not be established due to the fact that selections were not made in all the possible choice positions.

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AN EXPERIMENTAL EVALUATION OF THE RELITIVE IN TINCE OF THE ADVANTAGES OF A RAVIL CAREER AS NATED BY A ON UP OF REGULAR U.N.SU. FIX COUPS OF PICTUS

Number of Officers Who Did Not Select Advantage as One of Mean-Rating Bix Choices For Selections Made ADVANTAGE CHOR LOWDR LT LITTH CHOR LCHOR LIT LITTO 63 119 105 106 (H) variety of Assignments and Experiences Which Maintain Interest in One's 11 Kork 20 8.8 Increasing Authority and Mesponsibility with Seniority 10 25 37 35 3.0 3.2 A Reasonable Amount of Job Security 12 13 16 3.1 2.8 2.7 Retirement Benefits at a Relatively Early Age 18 24 13 14 3.2 2.9 Opportunity to Travel and 4.3 4.0 Live in Many Different Areas 27 37 47 3.9 53 Prestige as a Maval Officer 61 60 2.5 4.0 3.9 63 57 Congenial Social Environment 30 68 4.7 4.7 Periodia Promotions in Rank 36 63 51 62 4.1 4.6 Medical Care for Telf and Dependents 46 93 69 61 Liberal Leave Benefits 56 110 84

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TABLE XVI

AN EXPERIMENTAL EVALUATION OF THE BLATIVE IN THE CH OF THE DISADVANTAGES OF A HAVAL CARRIER AS RATED BY A GROUP OF OF REGULAR US SO LY COR. S OF ICERS

	Who Did Not Select Disadvantage as One Hean-Rating							
		dvanta f Six (ean-Rai		ene
DISADVANTAGE		esCall R			-	The same of the same of		
(N)		119	105					
Inadequate Pay for Job and Social Position	11	33	24	22	2.8	2.5	2,6	2.5
Inadequate Neval Lousing at Many Stations	15	30	23	28	3.2	2.9	2.7	2.6
Career May be Stelled by One Sad Fitness Report	29	44	60	44	3.2	2.9	3.5	3.7
Prequent and Sometimes Avoidable Separations from One's Pamily	31	62	28	42	3.6	3.1	3,8	3.0
Interruption of Children's Education	32	77	63	68	4.1	4.3	4.3	4.5
Inability to Buy Permanent Due to Frequent Transfers Often with Little Notice	34	32	58	60	3.0	3.8	3.8	4.0
Inability to Plan a Career With any Assurance that it Will Subsequently Develop in Manner Desired	41.	75	61	64	3.7	4.0	3.9	3.7
Assignment to Duty at Undesirable Stations or Areas	42	68	58	68	4.1	4.6	3.7	4.5
Promotions Do Not Geincide With Increasing Peep nei- bility.	42	68	53	45	2.9	3.7	3.1	3.3
Lock of Normal Civilian Contacts and Priendships Due to Relative Short Period of Residence in								
o Community	43	87	77	80	4.7	3.8	4.3	4.2
Too Much Chance Enters into Successive Duty Assignments		77	68	79	3.3	4.1	4.1	3.8

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Table XVII summarizes the present attitudes of this group of Supply Corps Officers relative to a Neval Career in an estimate of the anticipated future tenure of service intended. Almost 80% of all officers with the exception of those in the rank of Lieutenant (JU) plan to retire from the Mavy after 20 years unless very favorable conditions exist.

Approximately 18% of the lieutenents and almost 20% of the Lieutenant (JG)'s in this sample of supply Corps officers will either resign at the first favorable opportunity or are seriously thinking about resigning now. However, in considering this unfavorable response, it is well to remember that it is one thing to check a category of this type on a questionnaire and an entirely different thing to take the action a response of this nature implies.

to a purely theoretical question as to whether the officer would change his preceding an ever, recorded in Table XVII, if there had been a greater opportunity to participate in planning his career. It will be noted that a very large majority of all officers answered this in the negative.

The largest percent of affirmative responses were in the Lieutenent and Lieutenent (JO) ranks with approximately 20% indicating that the apportunity to participate in Career Flanning more successfully would make a difference in the eategory they selected.

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DESCRIPTION OF THE PERSON NAMED IN

su marized in Table XVII. It is concerned with attitudes towards the pay recommendations as originally recommendations to originally recommendations to originally recommendations to originally recommended in the Civilian Advisory Commission tudy on Armed ervices Psy. A further breakdown is included in this particular table to indicate the shifts in categories that might occur in the event this legislation is finally approved by the Congress.

be from a 20 to 30 year anticipated service tenure and from a 20 or 30 year service category to one of the two resignation responses. The comments made tend to clarify the response behind these shifts.

one group of Supply Corps Officers state that
an increase in pay is an escential condition to a longer
period of service. Another group is equally insistent
upon the need for increased pay but they insert an
additional qualification that the present retirement
provisions be retained. Many of this latter group say
they will probably remain in the Savy in excess of 80
years but they still feel that if this provision is altered
it will represent to them a breach of faith and they will
resign at the first favorable opportunity.

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CATEBURY	C DR	IA.M.R	I.Te	LTJG
(B)	63	119	105	106
Statement				
Plan to Retire After 20 Years unless Very Paverable - Saist		47.9	45.7	30.5
Will stay Until 30 Years Unless I Am Netired	28.6	31.1	26.7	29.4
Hope to Stay in the Service as Long as I can	22.2	14,2	13.3	11.3
Will Resign at the Pirst Favorable opportunity Unless Present Conditions Change	1.6	5.4	10.5	16.0
Seriously Thinking About Resigning Now	1.6	3.4	3.8	3.8

TABLE XVIII

PARCENT ANALYTIC OF THE LABOR OF A JULIA US OF ALL CURPS
OF ARTICIFATED TO PARTICIPATE OF ALL SUCCESSFULLY IN PLANNING
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CATTOCAT	CER	LOUR	LT	LTJG	
(8)	63	119	105	106	
would Change	9.0	10.6	21.9	19.8	
Rould Not Change	91.0	84.4	78.1	80.2	

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CARROLRY	CLUR	LCLUT	Lie	LI JO
(N)	63	110	108	106
Percent that culd " ange	30.2	42.0	41.0	46.2
Percent that Would Not Change	69.8	57.8	50.0	53.8
Rumber of Officers the Sould Change Their Response	19	50	43	49
Frequency of Shifts In Response Cetegories				
Flan to Retire After 20 Years Unle Very Favorable Conditions Talet	88	2	7	10
Will Stay Until 30 Years Unless I Am Retired	9	34	12	17
Hope to Stay in the Torvice as Long as a Can	4	7	2	4
Will Resign at the First Available Sportunity Unless Present Conditions Change	5	20	12	9
Seriously Thinking About Resigning Now	2	7	11	9

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A SAMPLING OF SUNGHALIONS OF THE

received to the final question which requested suggestions for the design and accomplishment of more meaningful and affective Cureer Planning for supply Gorps Officers.

The quality of this response was consistently high. The majority of officers spent a considerable amount of time carefully outlining in great detail their suggestions for the articles and meaningful Career Planning.

The range and content of suggestions offered is so roat, it is practically an impossibility to sample them adequately and completely. However, the following cases have been selected, some out of each rank covered in this survey. They are presented just as they were received.

Some are unfevorable to the whole concept of Career Planning while others may be impractical to operate in a military organization. All are sincere efforts and believed representative of the content and quality of the total roup submitted.

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(N)	63	110	105	108
No Comment	4	1.7	17	11
Brief (Two Paragraphs or I	.ans) 23	34	47	63
Extensive (In Excess of Two Paragraphs)	36	68	41	32

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of living and not a business. I successful val Career includes more than regular promotions and professionally desirable duty assistants.

factors in a Maval officer's life. It should be influenced by such factors as a Haval officer's marriage, the advent of children and their education, the acquisition of a permanent home, the social environment open to him and his facily, the opportunities for higher education and

the stimulus of travel at an early age.

Therefore, Supply Corps Officers must be encouraged to visit with and write to the personnel officers in BuSanda, to record their needs and desires and to plan seriously their careers in the light of their professional and reasonal needs. A constant and free flow or information between each Supply Corps Officer and the Bureau is required. Perhaps "Career lan File Jackets" for each officer should be established in order to have this information up to date at all times for consideration when the end of an assignment period is reached and new orders are contemplated.

Too often Supply Corps Officers feel that in their duty assignments, they are the victims of circumstance and that the Bureau has little interest in their personal requirements. Positive and continuous career planning carried out between the Bureau and each officer would obviate this source of low morals and would indicate to each officer that his requirements are of individual interest to the Bureau. he becomes no longer a numbered cog in the machine but a distinguishable entity who high morals is of particular concern to the Chief of the Bureau."

CAS., Tho

"First, survey every supply Corps billet and establish the proper rank and experience to meet requirements.

Second, divorce the Supply Corps from the Line in the matter of numbers in each rank. There is no legical basis for a percentage relationship.

Third, set up a permanent board of seasoned officers to work out a rotation plan (with due regard to specialties

such as accounting and disbursing).

Busen A enough rank and aut ority to carry it out, with all consideration possible for the problems and desires of the individual, without interference from outside.

Fifth, make tours from two to four years long, but live each officer from three to six months notice of where his next billet will be so he can do some intelligent

planning of his own life."

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C E THREE

"The maply corps should have at least three divisions or branches for specialists, namely: (1) Fiscal, to perform all secounting and disbursing; (2) In curement, to perform all purchasing and inventory control; and (3) Material, to perform all receipt, storage and issue of stores. A fourth division or branch could be established to perform all Clothing and Small Stores, Thip stores and

Commissery functions.

The officers of the Supely Corps could determine early in their coreer which division or branch they would rather be assigned. Such officers would then be given a special course of instruction in the performance of the duties in that division or branch. Officers would be assigned as specialists and rotation of duty stations would be accomplished as at present, except that duty would always be in accordance with the specialty selected. In the event that sore officers apply for one division or branch then can be used, then the remaining officers could be assigned to the division or branch of their second choice.

The value of each officer to the Maval Service must be determined by execting methods. The present fitness report has a limited useful purpose. A recapitulation of fitness reports indicates that nearly all officers are above average by comparison with each other and thereby proves its own inedequacy. The most exact method of evaluating the worth of each officer in the Maval Service must be devised if we are going to be able to obtain and retain the type of officers needed.

what personal traits does the lavy expect an officer to have? Some personal traits are required for all positions in a more or less degree. The Navy has meny and veried kinds of positions, each requiring individuals with certain abilities. The important requirements for some positions may be unimportant or not even required in other positions. We have been marking all officers irrespective of Line or Corns by means of one fitness report, yet the qualifications for a Line Officer are somittedly not the same qualifications an officer of any Staff Corps should possess. The Line and each 'taff Corne should atudy their mission and determine what their requirements are and in what degree or priority arrangement. It can readily be seen that there are a great many details and ratifications to this proposal."

CA E LUR

"Changes of duty are so burdensome finencially and upset a standard of living so, that officers are more prone to ask for new duty based upon personal or living conditions than on the professional aspects of the new job.

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gillalismen's agreement on one risk that the assurer WHEN MAN ASSESSED FROM MY LATER TO PROPERTY IN THESE TO SERVE WHEN period to the contract the beard specifically are the contract. which was not the product description of the new later. A mere disruption of family routine is not objectionable if it can be resumed substantially in kind at the new station without repetitive depletion of the bank account at each change. If such were the case, officers would give full consideration to the job itself and whether it contributed to a meaningful career pattern. At present, family rather than professional considerations are inclined to be uppermost.

Specialization has been accented in recent years. This limits the cope and breadth of the "top" an officer might aspire to. A judicious combination of specialties might alleviate this restriction. It is believed some official guidance in this field is in order. That is, an illustrative career pattern for a specialty or combination of specialties should be available to a young officer at the time he is selecting the 'mold."

CASE FIVE

reasoning of the proceeding questions, it is the implied intent of this survey to come up with a plan samewhat as follows: If we can assure an officer that he will have such and such billets in the next five or ten years with regular promotion as now envisioned, he will be a happy, contented and hence, productive officer during the whole of his 30-year span in the Corps. For reasons noted below, I believe such a hypothesis to be faulty.

In the first place, such a plan would be imensely complicated to operate in the manner intended. In any planned economy, the planning of one segment leads inevitably to the planning of enother. The system either breaks down entirely or the overhead becomes imense. If, thru announced plans, apply Gorps Officers were led to believe the had so e sort of 'right' to a certain type of billet at a certain time, any of the innumerable defections that will uset that schedule in individual

cases will only worsen morale.

In the second clace, I doubt that, with the one exception that will be discussed below, whether any sort of formal cereer planning is necessary to hold discers in the Corps. The average officer, in my opinion, is not so such interested in what type of job he has in relation to previous jobs; but rather the geographical location of the duty and the length of the time he will be at that place. Let the officer serve near his home and keep him there three years, not one or two, rotating him on jobs within the activity. Perhaps announce thru relatively informal means (as the Monthly Newsletter) what is considered within broad limits normal types of duty in given ranks. Then put the cause on the officer to come as close to that norm as possible. Require the personnel detailing officers to consider seriously an officer's request for his next particular duty. But don't require

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 the Officer Personnel Division to schedule the .sn's life for the next several years.

In the bir and complicated job of the Turely Corpatoday, no one can hope to hit all the jobs in his apprenticeship (i.e. thru Commander in most cases). Particular fields, as accounting, have become as specialized and important that specialization should be encourated and not later panalized thru non-selection in senior ranks because of failure to have a rounded 'except pattern.'

It is assumed that the 'c reer pattern' idea is aimed at building up a strong group of upply Corps Captains who will administer the supply Gorpe functions. To my mind such an individual, to run a large supply center or denot for example, should be long on experience and need not be especially creative. The appeals of the Mayy will hold those men with just a little encouragement

from the top.

I, therefore, contend that the aupply Corps. while continuing to sid those wheelhorses (not at all intended as an op robrium), should focus its attention on hearing on to its brilliant officers to insure that these officers will indeed rise to the top. What is required to hold these men: Jobs of sufficient responsibility and challenge reardless of the age and relative seniority of the officer. If this challen a is not constantly there, the officer will become discoura ed after a few years and turn to the higher remunerative fields of private life where are is factor of lesser import nee. If the apply Corps is to fully disc arge its responsibilities to the Mavy and the Mation in the ever-increasing importance of lo istics in warfare, these officers of hi hest caliber just be retained. Such officers must be brought up faster; they must be earmarked; their jobs must be more or less hand picked. The theory of the Personnel Act is excellent but it can be readily defeated in the sesign ent of duties to the exceptionally capable.

genior officers of the Corps should be used to keep a look out for such officers in the senior lieutenants and Lieutenant Commanders, and render special confidential reports in them. Iter further years of testing, the group becomes more and more an rowed, but is still large enough to insure adequate top management in future years. And then let them hit the top roup in their very early forties or their late thirties if they're really good."

CA"R SIX

"I believe the Bureau should ask each officer in the Supply Corps to submit at an early print in his career some sort of a rough outline as to his idea of how his career should develop. The Bureau should then comment on WILE AND DESCRIPTION OF PERSONS AND PROPERTY AND PERSONS AND PARTY AND PERSONS AND PERSONS

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the career suggestion and point out any way in which the career could be plant to not effective accordish ant (to the end that the officer would be offered to ter opportunities for a motion and for responsible sitions). At this pint the baresu and the officer should come to some sort far agreement as to how the career and develop. Every effort should then be made by the pureous to keep the career on speedule. The officer should feel a near guarantee that as long as his work is satisfactory that his career will be furthered and protected by those in the Sureau making duty as innerts. In whole matter of Fitness Reports becomes a subject of study and revision at this point."

CALE L YEN

"An officer from the Officer Personnel Division should make a tour of the cuntry at regular intervals (Perha s once a year or every two years), stopping at all me for nevel activities and individually interviewing all Supply Corps Officers with a view to recording their ideas and desires and counselling them as to their elers. officers need not be interviewed annually. Ferhaps once in five years would suffice. Officers at minor activities could report to major activities in their area for their interviews. If this system is not feasible, some means of bringing all Supply Corps Officers into personal contact with representatives of Officer Personnel at predetermined intervals should be devised. Such periodic conferences would allow the officer concerned and the officer ersennel representative to establish types of billets, which would best savance the officer concerned along his planted career until his next interview with a representative of Officer Personnel."

CASS RIGHT

"After 2 years' service every officer to select a 'cureer plan,' to be made a part of his permanent record, and to be approved or disapproved by the suresu on the basis of considers long most pertinent at the time.

careers in which it is desired to train and assign officers.

A definite form to be used for requesting duty assign ents in line with the 'coreer plan', providing space

for notification of action taken by the Bureau.

Individual 'exteer plans' must be subjugated to the personnel and functional requirements of the Euresu. Hence, any system set up must be flexible enough to provide for constant changes so that officers' desires and the Bureau's needs will be coordinated. After all, we are working for the Navy repartment and the U.S. Government, which means that all of us must expect duties not to our liking or failing to tie in with our own plans for a Navy Career.

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hatever latie adopted and be fait fully followed. O far a I have observed, the technical specialization plantalicized by applies and counts two years ago has a unted to nothing. Such a fiaseo merely describes and disputts the such a fiaseo naive enough to expect real results."

CALE NINE

"It appears that the first decision sust be made at the top on the question as to whether an officer is or is not in fact to have a hearing on his future assignments.

If it is decided that the suresu will dictate all ussignments, it appears then that an officer should be informed of his next duty assignment very early for many reasons chief of which is that he can prepare for that assignment by study and observation at the time he is performing his current assign ont. This, in my opinion would tend to raise the general level of performence at all commands. The enief disadvantage is that the door is opened early for 'political' action, simed at changing undesirable assign ents.

If the officer is liven an opportunity to have a voice in his essignments, it appears that real consideration should be given to the officer who consistently performs in an outstending memor. Surely it is in the interest of the service, that an officer who has performed sell in the past be given as opportunity to select an environment in which in his own aind, he will continue at that level of performance in the future. Conversely an officer who has not serfored well in the past of ht well to better in the future if his own desires as to type of duty were given consideration in his placement.

I do not mean to imply that specialization is particularly desire le o undesirable. The individual preference may to for or a minst and, in the long term, the interests of the service are too bly best served by developing a proup of specialists and a group of non-specialists.

I feel that we need more participation by the individual in his own assignments."

CASE TEN

would make it a policy to forward some type of form latter to officers expecting to be detached within the next three or four months from an assignment, requesting they indicate such things as satisfaction with duty nearing completion, whether they desire to main in that line of Lumly work or prefer a change, their desire for next duty location (list three) and possible a few other pertinent mestions, it would go a long way toward Designation of the second seco SHARE IN SECTION AND PROPERTY AND PERSONS AND PERSONS

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that go back and forth but if with a high ercent e of second lishment, officers would be ordered to one of their next choices and at about the time they expected a great deal would be gained in building a reclining. The individual officer that they have a hand in that in their a single nts and careers and their desires are being more.

I ersonally believe that such a thing on be done much more than what I have seen. In rescetime, there abould be no need for short notice orders except in extra a emergencies."

CA LVI

"I don't believe that level Careers can be planned. I challenge anyone to predict what the need and organizational setups will be five - ten years from now for any of the three services and their several branches.

In addition, I believe that specialization narrows and limits too much the amount of useful service that can be enforced by the individual or ice. It has been my observation that the most dependable in able administrators in the corps have been and are the energy service officers. The socialists tend to everlook and, in some cases, innote the curse of action that had expedite and enable a ective oversion. The energy too ften that the two consists of men, aming, in planes not clerus, deaks, and type liters."

CA I AVILLA.

in upply Corps and this handbook fiven to all woly officers for information and aid in Career

A routine form sent to all officers requiring choice of next duty 6 months before chan a - officer notified 3 months in advance as t next chan e of outy and asked for coments for or a sinst.

officers should be encurshed to plan a reers by preparing a lon range plan which should be reviewed by 'off' and after interchange of ideas, of ideas should be so assigned so as to properly press of for final objective, wherever possible. In the time an officer reaches Lieutenant in rank, he should have necessary experience to be designated as a socialist, if dealerd, in a field of his choice.

officers occurring billets in 'Orb' should be personnel spec alists."

position and mark to be likely over all look limited in an other particular to the control of th

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graduate his first choice as for as type of day is concerned.

Put the undecided young office in a large denot or large ship where he can see all espects of a career-otherwise he'll have trouble planning one.

duty, he should be essigned a close as of the life official home, if officers cult expect this, to would be more inclined to apply for the type of duty the wanted rather than to accept any type in order to get the location they want.

Reep officers advised as to what the top level needs are and what they are expected to be in the forsecable future so they will have an opportunity to work toward a definite goal."

CA POULTER

"I can speak only from the point of view as a specialist. (1) Let the corps openly and honestly affirm or deny the need for functional specialization. (1) once designated, rotate a specialist within his specialty. (3) Promote him to a rank come ensurate with his responsibilities. (4) Discense with the lineal rosition theory of promotions and put it on a crit basis. (5) ctation may qualify one as a 'Jack of all Trades and mater of none' but let's not ruin a bonafide a ecialist by those archaic method."

CASE FIFT ...

The onus for career planning is and must remain on the individual officer. He must beside what he wants to do and who a he wants to go. Mulanda can help him in determining how to go about it. Obviously not everybody can be an ALLRAL . . . and not everybody wants to be one.

from Class of '31 to the present. (2) stablish a review ourd of Cape Los only, with a worden core tariat of Civilians only, i.e. statisticians, analysts, etc. (3) Letermine curer assirtions of each officer as to highest rank desired; a ecialty aspirations, if any; own opinion of qualifications both professionally and technically; additional training desired and why; and other pertinent questions to draw out officers' career stitudes. (4) Tabulate date to show distribution appears statistically for use in comparing 'desires' with

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'meeds of the service.' (5) Cull out only auch information from each questi maire as is basically necessary for detailing purposes only, not to so into jacket of record for promotion purposes, a d establ sh a pur ly detail file on each officer. (6) Destroy or place questionnaire in SEC IT file for wetain and 'lag drifers' perusal only. and then only for detail references. (V) war officers of purpose and intent of survey as shown above. (8) Announce publicly the statistical findles without reformed to names. (v) Announce ubliely e limite liey ith recet to career plenning, educational potentialities, and action to be taken with respect to 'desires' versus 'needs of the service. (10) Survey and annunce publicly, the indings on career possibilities in the Corps, e.g. transportation oreer, petroleum control and management, purchasing, eneral supply, merchan ising, inventory control, etc. (11) utline in detail, the various career patterns and the specific types of billets generally available in all grades to Commander. snowing examples of very desirable and very unde 'rable locations which may be asaigned.

Implementation of any sort of plan along these lines would involve much survey work and statistical analysis, as dit would be dependent upon the correlation between 'desires' and 'needs of the service'... which is basic.

which could be named and which could occupy of reall the way up to Captain ad .dmiral. Tone need b restrictive as to future obentialities, particle ly view of unification trends and the savy' need to arein cople for much bigger jobs than savy-wide ones.

I deresey that many officer who say sway from takin undesirable a signments in reacta locations would change their views and has pily accept such details with full assurance that they followed a care or ottorn which suited them. For instance, a petroleum specialist who aspires to be a top number of the 'etroleum mark someday would not mind going to a year's duty in the wilds of Alaska on a petroleum job provided he knew that petroleum would be his major specialty throughout. The lixing, however, that his aspir tions de end more upon 'contacts,' 'prestice jobs' and 'chance assignments,' he would be reluctant to hole up in obscurity for a year in a sechantet in Alaska.

Indeed any prefer to take assignments as they come, enjoy the chan ea, and not worry about any core rost term other than the astisfaction of doing a job well in any copacity. It reains for a statistical survey to tell wat the proportions are and to determine whether any kind of patterns can be worked out for anyone."

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CALE SIXTEEN

"Consultation with officer concerned at the beginning of his career and at periodic intervals thereafter.

A frank appraisal by both the officer and the officer he consults as to the field best suited, ability and modification in original appreciaal.

More considers tion of an officer's personal inclinations, hence his ability, rather than to the exigencies of an immediate situation.

Personnel administration rather than merely assignment."

CASE SEVINTLEN

"Determine aptitudes of officers. Query officers

regarding their choices for career patterns.

Advise them of their chances for satisfection in chosen career patterns with regard both to their proven or indicated capabilities and the billets available.

Establish satisfactory career pattern for each

officer subject to change with conditions.

Advise officer of his probable career pettern,

and of any conditions arising to affect it,

Take special pains in Detail Office to accomplish career patterns as set up but when conditions make change necessary, advise officers concerned as to respons."

CASE EIGHTEEN

"Sometime during the first six months of his career, a Supply Corps Officer should be given a wellprepared pamphlet that discusses and explains the following: (a) The possibilities of Career Planning and how a Supply Corps Officer can plan his career effectively. (b) The fields in which one can plan his career, including specialized fields. (a) The type of duty assignments normally given to the different ranks.

A good career planning program should be devised and operated by the Detail Section of Officer Personnel. As much consideration as possible should be given to

the officer's requests for duty assignments."

CASE WINETEN

"Definite rotation policy strictly observed. Publication of billets to be available, allowing officers to select desired ones with several months! advance notice prior to transfer.

De-emphasize general training for at least 5 years

in Ensign and Lieutenent (Jd) ranks.

Publish suggested patterns including alternates.

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Begin a counselling service - could be hendled by District or Staff Supply Officers who could advise the junior officers on how to plan careers and what duties should be included for the most estisfying or successful careers."

CASE THEFTY

personnel to be thrown from job to job with such little regard for individual careers. With such confusion, it is folly to expect that the best possible use is being made of the officer. The kavy has a great investment in each of us and should protect that investment by initiating a regular career planning program. It would be logical to have on a district level and down to a station level, information on available Supply billets, also have conferences and individual counselling sessions. The Officer Personnel Section of Busanda should be expanded to do a more complete job. There are too few officers there now."

GANERAL COMENTS

In conclusion, mention might be made that many of the officers signed their name or identified themselves in some way, some expressed appreciation for the opportunity to "sound off," a considerable number thought the results shuld be published and a few included personal letters supplementing the questionnaire they submitted.

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PART FIVE

DISCUSSION

THE ROLE OF THE INDIVIDUAL OPFICER

Effective and successful Career Planning begins with the aspirations and capabilities of each individual officer. This implies of knowledge of goals and a step-by-step self-evaluation by the individual efficer, ideally, semewhat as follows -

- (1) A careful review of the various possible careers, their educational and technical requirements, certain specific psychological needs that are inter-related and inseparable from the various careers considered and an estimate of the type, location, logical pattern and eventual goal of successive billets.
- (2) A critical personal evaluation of previous experience and training, both civilian and military, as to the degree of success attained, amount of interest generated and the indicated aptitude for the type of work involved.
- (3) A determination of long range personal objectives and oritoria of success.
- (4) Correlation of qualifications, objectives and opportunities in the choice of a career pattern that most nearly matches experience, interest, training and potentials.
- (5) The development of a systematic approach a problem solving technique which the individual officer may apply when adjustments of the selected career pattern are in order due to any one of many factors that may adversely affect previous planning.

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Of sourse there are some individuals who seem to follow such an analysis instinctively and automatically. They always appear to have a very clear picture of just where they are going and are constantly on the elect to cepitalize on any opportunities that develop.

Then, there are some who are incapable of decision and corresponding responsibility in spite of any training.

They are often content to sit out their service as necessary cogs in the larger organization.

Finally, there is a large group of officers who ere insecure - who must feel their way slong. These officers are in need of guidance. They require more factual information before Career Flanning can become a reality.

Thus, the role of the individual is paramount. Without his participation, true Career Planning is meaningless.
Unless his participation is developed on the basis of an
adequate and informed self-appraisal, it is likely to be
unsuccessful.

THE ROLE OF THE OFFICIR RESOURCE DI ISLON

that it implies. The first consideration in duty assignments nust be the needs of the service as they are interpreted in the Officer Personnel Division in the Sureen of Supplies and Accounts. This does not necessarily mean that the individual is inevitably compremised in the achievement of a selected career pattern. The majority of officers included in this

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study appear well-satisfied that the officers assigned to billets in the Detail Section are cognizant both of their needs are desires and are most ensions to reconcile them favorably with billet easign as to when wer possible.

However, there are certain conditions existing that are generally unfavorable to effective and successful Career Planning to the extent desired by many of the officers included in this study.

- (1) The requirements for Supply Corps Officers are decidedly and definitely unstable which works against any long-
- (3) Officers are not equally qualified to serve in all of the various types of billets available. Individual differences exist and tend to become more apparent as career patterns develop. Therefore, personnel evaluation is a necessary prerequisite to the effective selection and placement of officers in successive duty assignments which, in turn, may or may not alter the accomplishment of proposed or tentative career patterns.
- (3) By virtue of the size and character of the Nevy itself, sesignments exist that may be considered as "blind alleys" from a Gereer Planning standpoint. It is often a matter of chance in time and circumstance whether an officer will be assigned to one of these billets.
- (4) Coreer Planning on a large scale for individual officers would be enormously complicated and expensive to coordinate and administer under present conditions.

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Locking back on this research project certain deficiencies are apparent in the Career Planning Questionnaire and the sample of Regular UNA Supply Corps Officers selected. Possibly this is a common reaction particularly in the case of initial investigations in difficult problem areas such as Career Planning.

differently, but regardless of the wording used a cortain unknown amount of interpretatio. Will take place. The Type Command Code developed for treation No. 5 (See Appendix C) is believed unsatisfactory for the purpose intended. Question No. 15 which is concerned with the opportunity of an officer to participate in Career Planning would have been more useful if it had contained an open-end in order to determine the shifts in service tenure est egories that would result together with the reasons why.

A number of questions originally developed were not used. Pollowing are several examples selected from this group.

(1)	De you believe it would be possible for an officer
	to fit himself into a stendardized career pattern
	and follow it through most of the years of his service?
	Yes No If your answer is Yes, to what extent
	and how permanent should this choice be?
	If your answer is No, why not?

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(2)	Do you believe that a supply Corps officer of your rank
	and experience is ready to select a career pettern?
	Yes No If your snawer is No, why not?
(3)	Do you have any special aptitudes, qualifications or skills which have not been utilized? Yes
	What are these?
(4)	What factors do you consider most important in selecting a career pattern to follow?
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with respect to the sample it contains too many biases to permit broad conclusions from the data. Thile the response was satisfactory, 51.7% of the officers failed to answer. Were they simply too busy or uninterested in Career Planning research as developed in this investigation?

while there are certain faults in the sample, it does provide a basis of comparing percentage relationships between ranks surveyed. Its deficiencies were known but were forced by limitations of time and facilities at hand.

THE CASE PUR AND AGAINST CAREER PLANNING

This research does not completely state the case either for or against Career Planning, although it does indicate a considerable interest in many of the issues.

The evidence collected seems to point to Career Planning in a limited sense with the immediate objective of

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developing officers for billets of increasing responsibility and importance rather than attempting to puttern carears individually in accord with a tentative master blue rint to be applied over an extended period of service. dditional research should more clearly define the basic issues which still remain -

- (1) Is Career Flanning possible to the extent many officers desire and expect?
- (2) Fow can Career Planning be successfully applied to the majority of officers in a military organization?

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FART SIX

SUMMARY AND CURCLUSIONS

The objective of this research was to subject to scrutiny various aspects of Career Flanning in order to determine, by an empirical study, opinions and attitudes of a representative sample of Begular USN Supply Corps Officers relative to their own career patterns in particular and Career Planning in general.

The primary research instrument employed in this investigation was a specially devised Career Planning Questionneire comprising a combination of informational and evaluative-type questions. Some enswers were scaled in categories while others were either partially or completely open-ended. A total of 17 questions were used on the questionnaire which covered four mimeographed legal size pages and an accompanying letter describing the purpose of the study.

The Career Planning Questionnaire was developed from a preliminary survey of the issues followed by a Pilot Study of its content in experimental form. After necessary changes had been completed, the Career Planning Questionnaire as finally revised was sent out to a randomly selected group of Regular USN supply Corps Officers in the ranks of Lieutenant (JR), Lieutenant, Lieutenant Commander and Commander currently on shore duty in the Continental United States. Approximately one third of all officers on active duty in each of these ranks were included in the sample selected. A total of 577 Coreer Planning Questionnaires

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were mailed out with a 68.3, response (394 questionnaires) within the alloted time period of a proximately 45 days.

The analysis was apread over large work sheets for each rank, as the amount and complexity of the information included made it improctical to code the data and use IBM cards.

The scope and obvious limitations of a study of this kind preclude any broad conclusions derived from the data collected, particularly when the subject under scrutiny is as broad and clusive as that of Career Planning.

Accordingly, while certain tendencies are noted herein, they have been carefully hedged which is believed warranted considering the research upon which they are based.

(1) Apparently, from the evidence gathered in the survey of this group of Supply Corps Officers, there seems to be a breakdown of communications between the individual officer and the Bureau of Supplies and Accounts to a certain degree. Officers in the field are not sufficiently cognizent of the complex problems encountered and the many factors to be considered by the Officer Personnel Division prior to nominating an officer to the Bureau of Naval Personnel for a billet. On the other hand, there may be insufficient data on many supply Officers available that can be relied on as a basis for assignment by the Detail Section. Apparently, there is a need for more information routed out to the field relative to basic personnel policies. However, this is not a problem

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- that is unique either to the Supply Corps or the Kavy.

 Lack of edequate communications both up and down an organization is often found in many large and well
 managed business enterprises that maintain world-wide facilities with large staffs of trained personnel.
- (2) There appears to be an undercurrent of unrest existing among the officers covered in this survey, particularly in the ranks of Lieutenant and Lieutenant Commander.

 This unrest largely stems from two basis factors over which the Eureau of Jupplies and Accounts has no control, namely, inadequate pay and inadequate housing facilities at many stations. Action has been taken by the Navy Department in recognition of these deficiencies, but tangible results are necessarily slow and from the tone of numerous comments, some efficers are about at the end of their patience.
- unlikely that typical career estterns actually exist for Surply Corps officers as a whole in the various ranks. Furthermore, while this group of officers recemend what they believe to be an ideal succession of duty essignments deemed su erior for training and developing an officer and leading to a successful career pattern, a perently, practical exigencies and charce factors have operated as inst the accomplishment of such retterns in their one excess.
- (4) The majority of officers surveyed, in each of the ranks included appear to be estisfied on the whole with their

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- individual assignments, with their Fre-war, Wartime and Post-War sequence of duty and finally, their total career pattern to date.
- (5) The majority of officers covered in this study either are satisfied with Career Planning as it is now conducted or else consider it relatively unimportant when rated with other, more personal advantages and disadvantages inherent in and inseparable from a Naval Career.
- (6) The majority of officers surveyed have attempted at some time in their career to select or pattern duty assignments with apparent success. They also expect and believe they will be given as much consideration in the development of a selected career pattern as the needs of the service permit. A large majority indicate there is not enough information available to them on Career Planning and resommend the Monthly Newsletter as the most convenient media for transmitting this data to them.
- (7) The suggestions offered are interesting and worthy of consideration. However, some are based on faulty information or are impractical either from the standpoint of expense and available personnel or would be extremely difficult to carry out in a military organization such as the Supply Corps of the Navy.

 Netwithstanding, some point to deficiencies known to exist and recomend the establishment of certain procedures and agencies for their adjustment which might well be examined further.

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PART SEVEN

SUGGESTIONS FOR FURTHER RESEARCH

This investigation was actually designed to serve as a pilot study in the field of Caroer Planning research.

This fact accounts for the numerous issues under consideration and the broad sweeping objectives sought.

A belief existed and was partially substantiated by subsequent results that, regardless of any factual date of value that could be extracted, this particular theses project might serve to direct future studies into the more profitable research areas related to Career Planning and the development of career patterns.

It is possible that some of the suggestions for further research that follow are already under consideration or have been previously tested with indifferent success. An effort has been made to construct these problems in a structure that appears capable of realisation with the minimum of facilities and specialized techniques.

- (1) An important consideration unanswered in this study
 is whether there are typical career patterns that lead
 to major accomplishment and success. A guided-interview
 type of study of the careers of a representative group
 of Supply Corps Captains may provide useful data in this
 respect.
- (2) A research-type investigation conducted with a representative sample of large civilian business organizations that have had experience monitoring the careers of their own management personnel might result

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- in the collection of some useful data applicable to Geroer Planning for Supply Officers.
- (3) Research should be upplied to the problem of creating effective communication between an officer in the field and the Eureau of Supplies and Accounts through channels that permit a rapid transfer and exchange of accurate information in both directions.
- (4) Research might be profitably directed to the development of such additional records as are deemed necessary to adequately appraise the individual officer for detailing purposes.
- (b) The Post-Graduate and Technical Training Program should be periodically re-examined in order to determine the current requirements, the enticipated future career patterns of officers undergoing this training and the basis of selection with as much of this data as possible made available to all officers in order that they may have a clearer understanding of what is intended and where they stand in relation to the program.
- (6) A study should be conducted of the adequacy and potentials of training provided by the rotation of billets at major Supply activities in order to give the individual officer a well-rounded understanding of the Supply mission.
- (7) A number of officers stated on their Core r Planning

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- informed and properly qualified officers. Research should be directed to determine the most practical means of implementing a program of this nature.
- (8) Finally, an investigation should be considered relative to the advisability of organizing a Personnel Research and Planning Section in the Officer Personnel Division on an experimental basis, for a period of time until its value as an integral part of the personnel function is either proved or disproved.

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PART VIII

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EXPERIMENTAL CARRER PLANTING JUESTIONNAIRE USED IN THE PILOT STUDY

NORTHWESTERN UNIVERSITY
OFFICE OF THE PROPESSOR OF NAVAL SCIENCE

The attached questionnaire on various aspects of career planning is part of a personnel research project being conducted by this Officer under the joint sponsorship of the Graduate School, Northwestern University and the Bureau of Naval Personnel.

A group of Regular Naval Supply Officers in various ranks has been selected at random to be surveyed in this project. You are one of this group. The purpose of the questionnaire is to determine your opinions relative to your own career pattern, in particular and career planning in general.

All data on the completed questionnaire will be tabulated and the results subjected to careful scrutiny and statistical analyses and interpretation. It is believed that this study may provide valuable insights into the problem of effective career planning.

The information you furnish will be treated confidentially. It is not necessary to sign your name on the questionnaire. This is not a test - there are no right and wrong answers, so feel free to state your opinions fronkly.

A prompt reply is most earnestly solicited and will be greatly appreciated.

Thank you for your participation and interest in this research project in career planning, a subject of vital concern to all of us.

Yours very truly,

R. J. Gerhardt Lt. SO, USN The second se The second seco

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CAREER PLANNING QUESTIONNAIRE

Before you start -- A CAREER PATTERN for purposes of this study may be defined as a meaningful succession of duty assignments designed to develop the professional skill and enlarge the experience of the individual Officer fitting him for duty of increasing importance and responsibility and enabling him to achieve his personal objectives of an honorable and useful career in the Supply Corps of the Navy in areas of his greatest proficiency and interest.

	Present Rank		Years Active Comm:	issioned Service
2.	Present Duty: Sea	Foreign	Continental U.S.	
3.	Check all Applicable Cla	ssifications:	Academy Graduate	Line Transferee
	Reserve Transferee	Supply NROTC F	rogram Former	Enlisted Service
4.	Education: (Circle cate	gory represent	ing furtherest point	t reached.)
	High School 1 2 3 4	College I II	III IV Degree	Post-Graduate Yrs.
5.	Using code designations	indicated who	m omnidachia mia	Degree

ndicated, when applicable, please list in chronological order on the following summary your previous duty assignments up to and including your present billet. Do not indicate temporary additional duty assignments separately unless they extended for a period in excess of 6 months.

	1	Duty (Use	No.		ne Command			Rating (Use
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Duty Code:

- Sea, permanently attached to or operating from a Naval Vessel.
- Foreign, outside U.S. not permanently attached to vessel.
- Within Continental Limits of U.S.
- Type Command Code: Interpret broadly using these specific categories. (Note: II. this list has been devised for convenience in statistical comparisons only.)
 - 1. Busanda
 - Field Branch
 - Supply Centers and Depots, all types.
 - 4. Ship Yards, Operating, Repair and Sub Bases
 - Combat Vessels 5.
 - 6. Auxilliary Vessels.
 - 7. Naval Aviation Activities (NAS, etc.)
 - Staff Duty, l'ajor Commands. 8.
 - Amphibious Forces (Incl. MTB's and CB's)
 - Post-Graduate Schools (Incl. Naval War College etc.) 10.
 - Technical Training (Cargo Handling, Food Preparation, etc.) 11.
 - Supply Corps Schools Staff or Instruction 12.
 - 13. Other (Designate type command rather than code in Summary)
- II. Rating Code: For each individual Duty Assignment, select the statement which most nearly respresents your evaluation.
 - This duty was definitely of great value in my personal career pattern.
 - 2. I believe this duty has been advantageous to my career.
 - This duty will have little or no apparent effect on my career. 3.
 - This seems to have been a repetition of previous duty and of little value. 4.
 - By Career may have been retarded with this duty assignment. 5.
 - This duty would have been of greater value later in my career.

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11.	How much information is readily available to you through official and unofficial sources relative to career planning. All that I need
	datar
12.	What specific suggestions would you make for the design and accomplishment of more meaningful and effective career planning by and for Naval Supply Officers?
13.	Listed halow are adventages of a Namal Consumer to a constitution of the constitution
·,	Listed below are advantages of a Naval Career reported by a group of Officers recently surveyed. Select and rate in numerical order (with No. 1 your first choice) the six advantages you personally believe to be most important in a Naval Career. In the event that any of your advantages are not included on this list indicate them in the blank spaces provided. Social Prestige as a Naval Officer.
	Medical care for self and dependents. A reasonable amount of job security.
	A variety of assignments and experiences which maintain interest in one's work.
	Congenial social environment.
	Periodic promotions in rank. Liberal Leave benefits.
	Increasing authority and responsibility with seniority. Opportunity to travel and live in many different areas.
	Retirement benefits at a relatively early age.
14.	Listed below are disadvantages of a Naval Career as reported by a group of Officers recently surveyed. Select and rate in numerical order (with No. 1 your first choice) the six disadvantages you dislike most in a Naval Career. In the event that any of your disadvantages are not included on this list, indicate them in the blank spaces provided.
	Too much chance enters into successive duty assignments. Inadequate Naval housing facilities at many Stations.
	Promotions do not coincide with increasing responsibility.
	Inadequate pay for job and social position. Frequent and often avoidable separations from one's family.
	Little or no consideration of personal desires in changes of duty. Interruption of children's education.
	Career may be stalled by one bad fitness report.
	Lack of normal civilian contacts and friendships due to relative short period of residence in a community.
	Inability to plan a career with any assurance that it will subsequently develop in manner desired.
	Assignments to duty at undesirable stations or areas. Inability to buy a permanent home due to frequent transfers, often
	with little or no notice.
`5.	Check the statement that most nearly expresses your true feelings relative to your future as a Naval Supply Officer?
N	Plan to retire after 20 years unless very favorable conditions exist. Will stay until 30 years unless I am retired.
	Hope to stay in the Service as long as I can. Will resign at the first favorable opportunity unless present conditions change.
	Seriously thinking about resigning now
16.	Would your answer to question No. 15 be any different if there had been an opportunity to plan your career more successfully? YesNo

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Now that you have completed the Career Planning Questionnaire!

You are one of a group of 20 specially selected Supply Officers presently located in the Ninth Naval District comprising the pilot or pre-study survey for this questionnaire. The answers of your group will be examined in order to determine how efficient these questions are in gathering the information desired and how well the questionnaire is working in general. Any comments you may have relative to the content or the phrasing of the questions will be greatly appreciated. Your answers on the questionnaire itself will, of course also be included in the final tabulation for the total group of Officers covered in the survey.
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- (1) Question 2 originally asked the officer to identify his present duty as either Sea, Foreign or Continental United States. Insemuch as it was decided to confine the sample, if possible, only to officers on duty within the Continental limits of the United States, this question then became superfluous and was eliminated. In its place was substituted a question on Marital Status and Number of Children which it was believed might prove more useful.
- (2) The instructions in Question 4 which is concerned with the responding officer's formal educational status were slightly re-worded for clarification.
- (3) Another slight change was made in Question 5, Part III
 Rating Gode, Category No. 2. Here the scaling was
 improved by substitution of the word "value" for the
 word "advantageous" in order to insure that different
 word associations would not disturb the scaling of the
 evaluations.
- (4) In Question 6, the classification Unsatisfactory was eliminated as repetitious and incapable of being clearly separated from the classification Dissatisfied which was retained.
- (5) An additional sub-Question was attached to Question 9 in order to determine whether the officer believed he had been successful in patterning duty assignments.

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- (8) Question 12 was re-numbered Question 17 and positioned at the end of the questionnaire with additional space alloted for comment.
- (7) Questions 13 and 14 were re-numbered 12 and 13 and several slight changes were made in the wording of certain of the statements. These questions were crisinally developed by surveying a group of efficers who were asked to list the advantages and disadvantages in a Naval Career that were important to them. The answers were then tabulated and included in the Experimental Career Flamming Questionnaire. As a result of receiving a response from the Pilot Study Group to all of the statements that had been included, none were dropped out.
- (8) Finally, Questions lb and l6 were re-numbered as 14 and
 15 and an additional question was added as No. 16. Nost
 of the replies received in the Filet Study commented on
 the new Fay Bill as originally developed from the
 reco mendations of the Nook Commission on Armed Services
 Fay. In recognition of this interest Question No. 16
 was devised and inserted.

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CAR OR PLANNING U BTICHHIER USED II, IN SHOVEY

NORTH JESTERN UNIVERSITY

OFFICE OF THE PROFESSOR OF NAVAL SCIENCE

15 April 1949

Dear

The attached question naire on various aspects of career planning is part of a personnel research project being conducted by this Officer under the joint sponsorship of the Graduate School, Northwestern University and the Bureau of Naval Personnel.

A group of Regular Naval Supply Officers in various ranks has been selected at random to be surveyed in this project. You are one of this group. The purpose of the questionnaire is to determine your opinions relative to your own career pattern in particular and career planning in general. It is believed that valuable insights into the many and varied problems in effective career planning may be determined from this study.

All data on the completed questionnaire will be tabulated and analyzed. The information you furnish will be treated confidentially. It is not necessary to sign your name. This is not a test - there are no right or wrong answers so please state your opinions frankly.

Your cooperation in completing this questionnaire promptly is most earnestly solicited and will be greatly appreciated.

Thank you for participating in this research project in career planning, a subject of vital concern to all of us.

Yours very truly,

R. J. GERHARDT, Lt. SC, USN

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Before you start - A CAREER FATTERN for purposes of this study may be defined as a meaningful succession of duty assignments designed to develop the professional skill and enlarge the experience of the individual Officer fitting him for duty of increasing importance and responsibility and enabling him to achieve his personal objectives of an honorable and useful career in the Supply Corps of the Navy in areas of his greatest proficiency and interest.

Age Years Active Commissioned Service

2.	Marital	Status	Morr	aind 343	e No. of Children	
3.	Chack al	lanl:	achl - c	1ed Singi	No. of Children	
•	Reserve	r whbri	caole (lassifications:	Academy Graduate Line Transfe	eree
4.	Tanati.	ransie	ree	Supply NROTC	Program Former Enlisted Service	
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	High Sch	<u>ool</u> 1	2 3 4	College I II	III IV Degree Post-Graduate Yr	's.
_					De	mre a
5.	Using co	de desi	gnation	s indicated, wh	00011. 13	-
	Vour pre	the I'd	llowing	summary your p	revious duty assignments up to and i	including
	separate	ly unle	ss thev	po not indicate	revious duty assignments up to and in temporary additional duty assignment period in excess of 6 months.	its
		Duty	No.	oxtonaca 101 g	period in excess of 6 months.	
		(Use	Months	Type Command		Rating
	Rank	Code I)	Served	(Use Code II)	Specific Duties	(Use
Exam	-Ensign			5		Code III
oles	Lt.Cmdr.	C		13, NROTC	Supply and Disbursing, Destroyer Instructor Supply Unit	1
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I. Duty Code:

1. Present Rank

- A. Sea, permanently attached to or operating from a Naval Vessel.
- Foreign, outside U.S. not permanently attached to vessel.
- C. Within Continental Limits of U.S.
- Type Command Code:: Interpret broadly using these specific categories. (Note: II. this list has been devised for convenience in statistical comparisons only.)
 - 1. Busanda
 - Field Branch 2.
 - Supply Centers and Depots, all types.
 - 4. Ship Yards, Operating, Repair and Sub Bases
 - 5. Combat Vessels
 - 6. Auxilliary Vessels.

 - 7. Maval Aviation Activities (NAS, etc.)
 8. Staff Duty, Major Commands.
 9. Amphibious Forces (Incl. MTB's and CB's)
 10. Post-Graduate Schools (Incl. Naval War College etc.)
 - 11. Technical Training (Cargo Handling, Food Preparation, etc.)
 - 12. Supply Corps Schools Staff or Instruction
 - Other (Designate type command rather than code in Summary) 13.
- II. Rating Code: For each individual Duty Assignment, select the statement which most neerly represents your evaluation.
 - 1. This duty was definitely of great value in my personal career pattern.
 - I believe this duty has been of some value to my career. 2.
 - 3. This duty will have little or no apparent effect on my career.
 - 4. This seems to have been a repetition of previous duty and of little value.
 - 5. My Career may have been retarded with this duty assignment.
 - This duty would have been of greater value later in my career.



	Well-	No Service in this
Per	iod Satisfied Satisfied Dissatisfied	Period
	-War	
	time	
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in which y	own observation and experience, list specific ou have served which seem to you to be most ion in the design of standardized career pat	essential and worthwhil
Rank	Specific Billet	Specific Type Command
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Cmdr.		and an unknown action are beautiful to the contract of the con
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	he following statements most nearly represen career pattern to date?	ts your own evaluation
	m well satisfied that my duty assignments se	em to fit into a
	ningful career pattorn. the whole, my career pattern seems to have f	ollowed a locical
	quence of assignments.	
	career pattern seems to represent a forced cown personal desires with the needs of the S	
	the whole, I am not satisfied with certain a	
pet	tern. However, perhaps chance has not acted	in my favor.
žno	ave had too many duty assignments that seem therefore feel that my personal career pattestisfactory.	
manner, du	to a service have you attempted to sele ty assignments? Yes No If your you able to accomplish this? (Please be spec	answer is Yes, just



advised the Officer Personnel and Training Division (Detail Section) of the pattern of duty you wish to follow? A great deal Some, but not too much Very little None . Why?
How much information is readily available to you through official and unofficial sources relative to career planning? All that I need Some, but not enough Very little None that I know of In your own case, what have you found to be the best sources of this data?
Listed below are advantages of a Naval Career reported by a group of Officers recently surveyed. Select and rate in numerical order (with No. 1 your first choice) the six advantages you personnally believe to be most important in a Naval Career. In the event that a y of your advantages are not included on this list, indicate them in the blank spaces provided.
Prestige as a Naval Officer.
Medical care for self and dependents.
A reasonecle amount of job security.
A veriety of assignments end experiences which maintain interest in one's work.
Congenial social environment. Periodic promotions in rank. Linear Leave basefits
throater page panering.
Increasing authority and responsibility with seniority.
Opportunity to travel and live in many different areas. Retirement benefits at a relatively early age.
The off off of other to the transfer of the tr
Listed below are disadvantages of a Naval Career as reported by a group of Officers recently surveyed. Select and rate in numerical order (with No. 1 your first choice) the six disadvantages you dislike most in a Naval Career. In the event that any of your disadvantages are not included on this list, indicate them in the blank spaces provided.
Officers recently surveyed. Select and rate in numerical order (with No. 1 your first choice) the six disadvantages you dislike most in a Naval Career.
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	Plan to retire after 20 years unless very favorable conditions exist Will stay until 30 years unless I am retirad.
	Hope to stay in the Service as long as I can.
	Will resign at the first favorable opportunity unless present conditions change.
,	Seriously thinking about resigning now.
	Vould your answer to Question No. 14. We any different if there had been an apportunity to participate in planning your career more successfully? Yes_
1	Would your answer to Question Po. 14 be any different if the new pay oill now before the Congress is passed in substantially the same form as originally proposed? Yes No . If your answer is yes, how would your answer be changed?
	That are your reasons?
-	
-	
,	That specific suggestions would you make for the design and accomplishment
(That specific suggestions would you make for the design and accomplishment of more meaningful and effective career planning by and for Naval Supply Officers?
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